Introduction

Health is the most basic and primary need of an individual which make the nation progress in socio-economic, scientific, human literary and cultural spheres. Investment on health is investment on human capital.[1] An investment on health is investment on man and improving the quality of life. Healthy person is an asset to a community while a sick individual is a liability.[2] Good health is a pre-requisite to human productivity and the "development" process. It is essential to economic and technological development. A healthy community is the infrastructure upon which to build on economically viable society. The progress of society greatly depends on the quality of its people. Unhealthy people can hardly be expected to make any valid contribution towards development programmes. Health is man's greatest possession, for it lays a solid foundation for his happiness. Charaka, the renowned Ayurvedic Physician is known to have said: "Health was vital for ethical, artistic, material and spiritual development of man.

Budha has said that of all the gains of health are highest and the best. Health is not only basic to leading a happy life for and individual but it is also necessary for all productive activities in the society. Who would deny that a solider who is not keeping good

1. G. Rameshwaram, Medical and Health Admn. In Rural India, Ashish Publication House, New Delhi, 1989, p. 1
2 Directory of Medical, Public Health and Ayurvedic Institutions in Himachal Pradesh.

health cannot be expected to defend the frontiers of his country even when he is provided with the latest sophisticated weapons?.

Similarly, who would deny that unhealthy farmer with the best possible technological know how would not succeed in producing the best that can be expected of him?. Obliviously what is true of an unhealthy soldier or an unhealthy farmer is also true of other categories of workers. Health is fundamental to the national progress in any sphere. Thus no industry can expect the optimum output if does not employ healthy workers or does not make and provide adequate facilities for proper maintenance of their health.

Whatever one may say, a disease stricken society can hardly hope to extricate itself forms the clutches of poverty and ignorance that keep it backward and underdeveloped in many areas of life. A nation can become truly healthy only when it succeeds in overcoming all these deficiencies stemming from cultural, social, economic and other causes. A nation that is ill, can hardly afford to exhibit efficiency in any field. In fact, an epidemic or endemic disease in any part of the world can pose a potential danger to all mankind's and even to modern science. The planning commission has stressed the vital importance of public health in the enrichment of community life.[3]

Meaning of Health

Health has found an important place in the constitution of all states and UN agencies. Article 30 of the Universal Declaration of Human Rights is particularly concerned with the right to health. Everyone has the right to standard of living and well being of himself

[3] S.L. Goel, Public Health Administrative Sterling Publishers, New Delhi, 1982, pp. 28-31.

and of his family including food, clothing housing and medical care. Motherhood and childhood are entitled to special care and assistance.

Health is viewed differently by different people all over the world. The World Health Organisation defined health as "A state of complete physical, mental and social well being and not merely an absence of disease or infirmity". The preamble to the W.H.O. constitution also states that the enjoyment of the highest attainable standard of health is a fundamental right of every human being and the government is responsible for the health of their people and can fulfill that responsibility by taking appropriate health and social welfare measures. [4]

Public health is primarily the responsibility of the state government. In Himachal Pradesh, public health and rehabilitative services to the people. Thus good health is a synthesis of physical mental and social being. Public health is primarily the responsibility of the state government. The central government, however guides sponsors and supports major schemes for improving the health of the people. It coordinates the supply of information and competent advice and expert medical assistance on matter pertaining to hospitals, medical education, drugs and food control, population control and family planning and such other assistances is required for the promotion of the health and well being of the nation.[5]

So health is one of the most important factors effecting man's welfare, his productivity and hence national progress, Law Labour Productivity generally stems from malnutrition, low standard of

[4] Health Care Administration Ecology, Principle and Modern Trends Sterling Publishers Private Ltd. New Delhi, 1980, pp 30-31.
[5] Surinder Singh, Development Administration in India, New Academic Publishing Co., Jalandhar, 1993, p. 359.

health, illiteracy, disease and lack of medical facilities. Health conditions determine morality and fertility and hence the quantitative aspects of population. [6]

Situation in Himachal Pradesh

In Himachal Pradesh, Health and Family Welfare Department is providing preventive, curative and rehabilitative services through a network of 62 civil. Hospitals, 73 Community Health Centres, 449 Primary Health Centres, 272 Civil Dispensaries and 2069 Health Sub-Centres.

Situation in Himachal Pradesh

1.	Government Hospital	52
2.	Government Medical Colleges	2
3.	Community Health Centers	73
4.	Primary Health Centers	449
5.	Civil Dispensaries	23
6.	Sub-Centers	2071

To achieve the objective of "Health for All" by 2008, a variety of health and family welfare activities like Rural Health Scheme. National Family Welfare Programmes, National Leprosy Control Programme, National Tuberculosis Control Programme, Child Survival & Safe Motherhood Programme, National Aids Control Programme, National Malaria Eradicatoin Prgramme, School Health Programme, STD Control Programme are being carried out in the state.

For the successful implementation of all these programmes, the Government of Himachal Pradesh is opening, upgrading a good

[6] Source: Annual Administrative Report Govt. of Himachal Pradesh Health and Family Welfare Department 1999-2000, Himachal Pradesh Govt. Press, Shimla-5.

number of health institutions every year. While opening the new health institution efforts have been made to provide health facilities at such places where no facility was available or not available up to the desired level of the people.[7]

Concept of Job Satisfaction

Job Satisfaction

Job satisfaction is a combination of psychological and environmental circumstances that causes a person truthfully to say , "I am satisfied with my job".

The term job satisfaction, job attitudes and morale are often used synonymously as reflecting affective orientation on the part of the individual towards his job. An attribute may contribute to job satisfaction since later comprises the number of attitudes. Similarly "Job Satisfaction" may further contribute to morale. Thus job satisfaction is the result of various attitudes the employees hold towards his job, towards related factors and towards life in general. Job satisfaction refers to the feelings and the emotional aspects of individuals experience towards is job as different from intellectual or rational aspects. The experience is satisfaction or dissatisfaction with ones work or aspects of it is in large part. The consequence of the extent of ones positive or negative attitude.[8]

As in materialistic world now a day, man has to meet the multifarious problem in his life. So what ever he earns by the job is not necessary will be fulfilling his desire and needs. Job satisfaction

[7] R. Hoppoack, Job Satisfaction, Harper and Brothers, New York, 1935, p.145-146.
[8] S.K. Bose, ñ
Man and his Workò, Indian Journal Psychology 1952, p123.

to some extent depends on all these factors also. If an individual is not satisfied with the working conditions office atmosphere, having no cordial relationship with follow employees as well as with the management, lack of promotional avenues etc. there can never be job satisfaction in an organization, government department or private entrepreneurs.[9]

Job satisfaction of employees in an organization is the result of various attitudes possessed by them in that organization. These attitudes are related to the job and are concerned with such specific factors as wages, supervision, conditions of work, employer-employee relation and so on. Job satisfaction can be defined as the attitudes with which we shoulder our responsibility it determine to a great extent how he will face in the future towards any new work situation and satisfaction is cumulative. A satisfaction feeling in one situation tends to make for satisfaction in the next job. [10]

Job satisfaction is the favourableness or unfavourableness with which employees view their work. It expresses the amount of agreement between once expectations of the job and the rewards that the job provides since job satisfaction involve expectations, it relates to equity theory. Job satisfaction involve expectations, it relates to equity theory. Job satisfaction is a combination of psychological, physiological and environmental circumstances that causes a person truthfully to say, "I am satisfied with my job", job satisfaction is a part of life satisfaction. Job satisfaction is dynamic. It is a measure

[9] Source Annual Administration Report, Govt. of Himachal Pradesh Health and Family Welfare Department, 1999-2000 Himachal Pradesh Govt. Press, Shimla-5.
[10] Keith Davis, Human Behaviour at Work Organizational, Mc Graw Hill, New Delhi, 1972, pp. 82-83.

of the progress being made to build a better human climate in an organization.

It was assumed that high job satisfaction leads to high performance. The more accurate relationship is that higher performance leads to high job satisfaction. Better performance typically leads to higher rewards. If these rewards are seen as fair and equitable, then improved satisfaction develops because employees feel that they are receiving rewards in proportion to their performance.

One's level of satisfaction becomes feedback that affects future performance, as the result is a continuously operating performance. Satisfaction feedback loop. Job satisfaction is related to a number of major employees variables, such as turnover absence, age, occupation and size of organization in which an employee works. More satisfaction employees are likely to stay with their employer longer. The reverse is also true.[11]

Hawthorn studies on human relations research was based on the assumption that job satisfaction leads to increased productivity. Abraham Maslow has clearly built on a job satisfaction description of human behaviour.[12]

According to Blum and Naylor, "Job satisfaction is a resultant of many attitudes possessed by worker. It is a general attitude which is the result of many specific attitudes in three areas, namely specific

[11] Ibid. p. 85.
[12] W.Jack. Duncan, Essential of Management Birmingham Albana Jan, 1978, pp. 133-135.

job factors, individuals, characteristics, group relationship outside the job.[13]

Job satisfaction as individual's general attitude towards his/her job. Job require interaction with co-workers and bosses, following organizational rules and policies, meeting performance standards living with work conditions that are often less than ideal, and the like.[14]

Morale

Morale is an index of sound employment situation and a positive method of building up an efficient organization. It reflects a socio-psychological situation, a state of mind in which both men and women voluntarily seek to develop and apply their full powers to the task upon which they are engaged by reason of the intellectual or moral satisfaction, which they derive from their own self-realisation, their achievements, in their chosen field and their pride in the service. His job establishers his economic and social situation and status of his life. [15]

Morale is a very widely used term. It generally refers to spirit corps, a feeling of enthusiasm, zeal, hope, confidence individuals, or groups that they will be able to cope with the tasks assigned to them. A person's enthusiasm for his job reflects his work environment and to his employer and his willingness to strive for the goal set for him by the organization in which he is employed. Morale is a synthesis of an employee's diverse reaction to and feeling for his job his working

[13] M.L. Blum and J. E. Naylor, Industrial Psychology: Its Theoretical & Social Foundation Harper & Row Publishers, New York, 1968, p. 58.
[14] Stephen P. Robins, ñOrganizational Behavoiur Concept Controversies and Application, Prentice Hall of India, New Delhi, 1991, p. 151
[15] Dale Yoder, ñPersonal Management and Industrial Relations, New York, Prentice Hall Inc. 1946.

conditions his superiors, his organization, his fellow workers, his pay and so on.[16]

Morale has been defined differently by various authors. According to Mooney, "Morale is the sum of total of several psychic qualities which include courage, fortitude resolution and above all confidence".

According to Theo Haimann, "It is a state of mind and emotions effecting the attitude and willingness to work which in turn affect individual and organizational objectives".

According to Davis, "Organizational Morale is basically a mental condition of groups and individuals which determine their attitude".

Acording to Jucious, "Morale is a state of mind of a willingness to work which is turn effects individual and organizational objectives.

Characteristics of Morale

1. Morale is an attitude of mine, and spirit de corps, a state of well being and on emotional force.[17]
2. Morale affects the employees and executives in their interactions. Ultimately it affects the consumers and the community.
3. It affects output, the quality of a product, cooperation, enthusiasm, discipline, discipline initiative and other ingredients of success.
4. It resides in the minds and emotions of individuals and in the reaction or their group or groups.

[16] Encyclopedia of Social Sciences, Dr. L.D. White Articles on Administration Vol. I, p. 446.
[17] S.C. Huneryager and Hechmann, Human Relations in Management, D.B. Taraporewala Sons Bombus, 1972, p. 329.

5. It affects an employee or group willingness is work and cooperates in the best interest of the individual or group and the organization for which they work.

Morale also includes

(i) Faith in the organization.

(ii) Feelings, hopes and sentiments which affect the willingness of the people to cooperate with others in the accomplishment of the common task.

(iii) An attitude of mind which results from a mobilization of energy, interest and initiative in the enthusiastic pursuit of organizational goals.

(iv) Courage, confidence and enthusiasm in the performance of a job.

(v) Job satisfaction.[18]

According to Professor Kali Prasad: Morale also implies the degree of participation in the determination of the goals or objectives of the work. Prestige and recognition are invariably related to morale. The feelings of security and anxiety directly determine high or low morale. He says, adequate leadership is an important factor in building morale.[19]

Although, Morale is related to job satisfaction, it is not the same thing. Job satisfaction as we have seen is the result of the various attitudes the individual holds towards his job, related factors and life in general. Morale, motivation and job satisfaction of the employees

[18] C.B. Memoria, Personnel Management, Himalaya Publishing House, Bombay, 1982, pp. 621-622.
[19] Report on Proceedings of Conference of ñMorale in the Public Serviceò on January 304, India Institute of Public Administration, New Delhi, 1959, pp. 17-18.

must run together for the efficient functioning of the organization. Morale on the other hand is the composite expression of the attitudes of the various individuals employed by the organization.

Review of the Related Studies

In reviewing the literature on "Job satisfaction and Morale" it becomes clear that the terms job satisfaction and morale has been used interchangeably and differently by different people. To avoid duplication and to make a meaningful study following survey of the related studies has been made: Elton Mayo (1933), the Human Problems of Industrial Civilization.

Elton Mayo's investigation at the Hawthorne works of Western Electric Company was the first important break through in the field of attitude assessment of workers. The Hawthorne studies for the first time experimentally established that the relationship between workers and the supervisor leads to mere potent influence on output than any manipulation of environmental conditions.[20]

R. Hoppock (1935) Job Satisfaction

Hoppock 1935 conducted a community's wide survey in New Hope. To assess job satisfaction, he developed a nine item questionnaire. His findings revealed that about 15 % of the sample had negative attitude on job satisfaction.[21]

Robinsen (1998), Organizational Behaviour

[20] Elton Mayo, The Human Problems of Industrial Civilization, Hardward Business School, Boston, 1946.
[21] R. Happock, Job Satisfaction, Harber & Brothers, New York, 1935.

This book is about the organizational behaviors, concepts and controversies and appreciations. The authors have studies about the values attitudes and job satisfaction in a very detailed manner.[22]

Harris (1976)[23] Managing people at work concept and cases in interpersonal behaviour.

In this book Jeff Harris expresses his view about the effects of morale on workers performance. He points out his views about the results of the low and high morale.

H.S. Ganguli (1964) Structure and Process of Organization

In this book, Ganguli has complied results from three studies on Indian workers ranking of various job factors, that could contribute to the satisfaction or dissatisfaction of employees in their work. It is evident from his studies that Indian workers have ranked adequate earning at number one, job security and opportunity from advancement and other factors also ranked with by Indian workers. So Indian emp9loyees will fee satisfied with their job if provided with adequate salary. Job security and effective opportunities for advancement.[24]

Blum an Nayler (1968), Industrial Psychology Theoretical & Social Foundation

Blum and Nayler in the book have discussed in detail various factors affecting job satisfaction and morale of employees in an organization.[25]

Barnard Keys (1979), Management and Organizational Behaviour

[22] Shophen P. Robins, Organizational Behaviours, Concept Controversies and Application, New Delhi, 1998.
[23] O. Jeff. Herris, Jr. Managing People at work concept and cases in Interpersonal behaviour 1976.
[24] H.C. Ganguli, Structure and Process of Organization, Asia Publishing Houses, Bombay, 1964.
[25] Blum and Nayler, Industrial Psychology Theoretical and Social Foundation, Harber & Rao Brother, New York, 1968.

Barnard Keys, in this book has given more stress on the management problems and the organizational behaviour. Besides this, the author has studies the morale, job satisfaction and motivation of personnel in the management in a detailed manner. Through out the book an attempt has been made to include management principles and concepts applications by practicing managers and the employers of the organizations.[26]

Keith Davis (1981): Human Behaviour at Work.

Keith Davie, in this book has given the clear frame work of the organizational behaviour. He has also more stress on job satisfaction, moral and motivation. He has also studies in detail regarding the social system or social environment, leadership and organizational environment, its structure and design. He has also given the model expectancy and behaviour modification of motivation employees.[27]

Stephen P. Robbins (1991), Organizational Behaviour

In this book, Robbins has studies about he organizational behaviour concept and controversies and applications. The author has studied the values attitudes and job satisfaction in a very detailed manner. Besides this he has also given stress on the morale and motivation of the workers in the organization system. [28]

Dinesh Kumar (1988) Job Satisfaction and Morale of Employees in Four Different Sectors of Himachal Pradesh

Dinesh Kumar submitted a dissertation for the degree of Master of Philosophy in Public Administration under the supervision of Prof. R.

[26] Bermard Keys, Management and Organizational Behaviour.
[27] Keith Davis, human behaviour at Work, Mc Graw Hill, New York, 1972.
[28] Stephen P. Robbins (1991), Organizational Behaviour, Concepts, Controversies and Application Prentice Hall of India, New Delhi.

D. Sharma he has studied the problem of Job Satisfaction and Morale in Himachal Pradesh Secretariat, H.P. Agro Industries Corporation Ltd., Shimla, Municipal Corporation and Mohan Merkin Ltd. He has given conclusion and suggestions to improve morale and job satisfaction of employees of different sectors.[29]

Mamta Kaushal (1991): An Analytical study of Morale and Motivation of Excise and Taxation Officers of Himachal Pradesh.

Mamta Kaushal submitted a dissertation for the degree of Master of Philosophy in Public Administration under the supervision of Dr. Padam Nath Gautam. She studied the problem of Morale and motivation of excise and taxation officers of Himachal Pradesh.[30]

Pradeep Kumar Thakur (1992), Job Satisfaction and Morale of Non-Teaching Employees of Regional Engineering College Hamirpur.

Pradeep Kumar Thakur submitted a dissertation for the degree of Master of Philosophy in Public Administration under the supervision of Dr. S. S. Chauhan. He has studies organizational structure and working or Regional Engineering College, Hamirpur, Job Satisfaction and Morale, Employer-Employee relation and socio-economic background of non-teaching employees.[31]

From the above surveys of related studies. It is clear that job satisfaction and morale of doctor medical employees is an unexplored field. Up to now research has not been conducted by any one in this aspect. Thus, the present study is first of its own kind.

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[29] Dinesh Kumar Job Satisfaction and Morale of Employees in four different sectors of Himachal Pradesh, 1988.

[30] Mamta Kaushal, an Analytical Study of Morale an Motivation of Excise and Taxation Officers of Himachal Pradesh, 1991.

[31] Pradeep Kumar Thakur (1992), Job Satisfaction and Morale of Non-Teaching Employees of Regional Engineering College, Hamirpur.

Selection of the Problem

Job satisfaction is part of life satisfaction. It expressed the amount of agreement between area's expectations of job and the rewards that the job provides. Job satisfaction is important because it represents general human conditions. It requires attention diagnosis and treatment just as health does. Since a job is an important part of life. Job satisfaction influences, one's general life satisfaction.

Various studies have been conducted on job satisfaction and morale both in India and abroad. But there are still many aspects of this problem which have not been explored as yet, as a result, leaving the basic problem unsolved. This empty described the need for the present study.

Under present research inquiry job satisfaction and morale of Doctors and Para Medical Employees of Government Medical Colleges in Himachal Pradesh will be studied. Doctors and Para Medical employees constitute the backbone of the hospital organization. They are supposed to give physical help, morale boost up and general personal care of the patient other than the medical treatment of the patient.

Improper personnel procedures can hamper employee's satisfaction and affect proper functioning of an organization. The present study has been conceived with a view to prepare a case for increasing morale and job satisfaction among employees.

Their attitude towards job, the problem they face in the work environment the working conditions, pay and allowances and fringe benefits are the main issues to be considered.

Selection of the Universe

In view of the rising incidence of the employees taking up jobs in India, it becomes necessary to find out, form time to time, how satisfied they are with their jobs and what are variables that could have an effect on their attitude about their job. Keeping in view this point, the present study has been taken, that is, "Job Satisfaction and Morale of Doctors and Para Medical Employees- A study of Government Medical Colleges in Himachal Pradesh.

The universe of the study will be confined to Indira Gandhi Medical College Shimla, Rajindra Prasad Medical College at Kangra, (Tanda) For this purpose the researcher will study job satisfaction and morale among Doctors and Para Medical Employees of Government Medical Colleges.

Scope

The scope of the study is limited to study of job satisfaction and Morale among Doctors and Para Medical Employees only. The over study will be confined to Government Medical Colleges in Himachal Pradesh.

Aim of the Study

Morale and motivation of employees in an organization directly affects employee's job satisfaction. Improper personnel procedures can hamper employee's satisfaction and affect proper functioning of an organization. In this study an attempt shall be made to find out various factors, which can help in boosting the morale and job satisfaction among the Doctors and Para Medical Employees.

Objectives of the Study

Major Objectives of the study will be:

1. To examine the organizational structure of Government Hospital Medical Colleges, in H.P.
2. To identify the causes for job dissatisfaction.
3. To analyses the reasons for low morale of the Doctors and Para Medical employees.
4. To identify the causes for job dissatisfaction.
5. To study the relationship between employer and employees.
6. To prepare a case for increasing morale and job satisfaction among employees.

Hypothesis

In the proposed study it is hypothesized that "The Morale of Doctors and Para Medical Employees is not high and they are not satisfied with their present job". The major hypothesis is divided into following sub-hypothesis.

1. That the employees are not properly motivated because of the poor wage structure and fringe benefits.
2. That there was unhealthy employer-employee relation.
3. That there is lack of promotion avenues resulting under performance and inefficiency.
4. Job satisfaction and morale of the employees are very low causing dissatisfaction and unrest among the employees.

Methodology

According to Webster's dictionary, methodology implies the system of classification as it applied by art, the study of procedures fundamental to the organization of a field or study.

In simple works we can say that methodology means or procedures by which a research is conducted depending upon to requirement of research problem.

Collection of Data

With a view to study job satisfaction and Morale of Doctors and Para Medical Employees of Government Medical Colleges in Himachal Pradesh. Primary as well as secondary sources of data collection will be used. The various ways of collecting data are;

Secondary Sources

Documentation:

This method has a great bearing in the field of data research especially for the collection of requisite information. Documentation is referred to any written material that may be used as source of information about the background and working of the simple institution. The documents were in the following shapes:

1. Personal documents and files
2. Public records
3. Annual Administrative Report.
4. Any other material both published and unpublished.

Library Method:

The related material has been collected from published and unpublished sources from the library. Unpublished material comprised of M.A., M.Phil. and Ph. D. thesis submitted so far by various students related this study.

Primary Sources

Interview method

This is an important and useful method of data collection. Same information which is required for the problem is not available in documents and reports. To get this information interview method has been used by the researcher. Informal interview will be conducted with the Doctors and Para Medical Employees of Government Hospitals by the researcher.

Questionnaire Method

A part from interview method the research has collected data through the field survey technique i.e. questionnaire. This method will be used to collect data on various aspects of personnel problem i.e. recruitment, training, promotion, job satisfaction and morale and employer-employee relations of Doctors and Para Medical Employees of Government Medical Colleges in Himachal Pradesh.

Doctors and Para Medical Staff

Name of Medical College in Himachal Pradesh

Sanctioned Posts	Working	Vacant	Indira Gandhi Medical College
1790	1066	724	
1164	679	495	Rajender Prasad Medical College

The research will study approximately total sample will consist of 200 doctors and 200 Para Medical Staff out of which 100 doctors will be from Indira Gandhi Medical College Shimla and 100 doctors will be from Rajinder Prasad Medical colleges and 100 Para Medical staff will be from Indira Gandhi Medical Shimla and 100 Para Medical will be from Rajinder Prasad Medical colleges Tanda on random sampling basis.

Chapterization

The present study has been divided into the following chapters;

1. Introduction
2. Organizational structure of government medical colleges in Himachal Pradesh
3. Working of Medical colleges in Himachal Pradesh
4. Job Satisfaction of Doctors and Para Medical Employees
5. Conclusions and Suggestions

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